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MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and  
Technology  
Director of National Estimates

SUBJECT: The Role of the DDO in the Production  
of Finished Intelligence

1. The Director has stated his policy that the expertise available within the Directorate of Operations be brought to bear upon the production of finished intelligence. To accomplish this, the addressees of this memorandum will establish procedures to enable DDO personnel to increase their role in the production of finished intelligence and to furnish all appropriate information and background which could be of assistance to the producers of finished intelligence.

2. The following guidelines are provided for developing these procedures:

a. The Directorate of Operations

(1) will ensure that pertinent substantive information from intelligence information reports and memoranda or from operational back-up material is provided to the authors of finished intelligence (unless restricted by high sensitivity) and will cooperate, within resource limitations, in developing appropriate additional coverage.

(2) will make arrangements to provide appropriate directorate personnel to participate in discussions, drafting, or coordination. DDO personnel are expected to focus on the substance, facts, and thrust of a paper and not on matters of form.

b. Finished intelligence produced in CIA will be coordinated with the Directorate of Operations whenever there is reasonable expectation of a DDO contribution

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and, initially, on all production involving foreign politics, personalities, and security matters. Time permitting, in those instances in which the DDO has problems with the draft of a publication, the DDO will furnish a written critique. Production offices will consider and include the views of the Directorate of Operations unless there are sound substantive reasons for not doing so; rejection requires approval of the head of the Production Office and written notification to DDO.

c. In the case of National Intelligence Estimates, which are produced jointly with other agencies of the intelligence community, the Directorate of Operations will at its own initiative or on request contribute material for O/NE drafts and will arrange for its personnel to participate in internal CIA coordination of such drafts. DDO officers may also participate in subsequent coordination meetings with community representatives. If DDO views are rejected at this stage of the proceedings, the officers concerned will so inform their principals, who then may present their case to the CIA representative to USIB.



W. E. Colby  
Executive Secretary  
CIA Management Committee

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